



### **Timeline of Process:**

August 29, 2014 – The Organizational Structure Task Force (OSTF) was charged (below).

September 29, 2014 – Deadline for NEACUHO Members to request to join OSTF

October 7, 2014 – OSTF met via phone

November 14, 2014 – OSTF met in person at Worcester Polytechnic Institute

December 5, 2014 – OSTF Co-Chairs presented recommendations to Residential Operations Conference Attendees and collected feedback.

December 9, 2014 – December 23, 2014 – OSTF recommendations were live on neacuho.org website to collect feedback from membership

January 6, 2015 – OSTF met via phone to review feedback collected, and update recommendations

January 9, 2015 – OSTF Co-Chairs presented recommendations to the NEACUHO Executive Board

January 23, 2015 – Membership was sent recommendations for after NEACUHO Executive Board feedback was incorporated.

January 29, 2015 – OSTF Co-Chairs provided opportunity for membership to call in to a phone meeting to ask questions regarding the recommendations.

### **Organizational Structure Task Force Charge from NEACUHO President, Timothy Touchette:**

The Organizational Structure Task Force (OSTF) is charged with reviewing the operational structure of the NEACUHO organization. The Task Force will study the operational capacity of other organizations under the ACUHO-I flag and make recommendations on improvements, restructuring, and over all operation as it relates to the structure of the executive board and who has voting rights vs. appointed non-voting positions.

### **Recommendations:**

It is believed that these recommendations will allow for improvements to the operation of the NEACUHO Organization and Executive Board. In addition it is believed that the overall membership will have greater and more significant representation. These recommendations allow for the NEACUHO Executive Board to continue with both functional and representative roles. The goal is to transparently share the rationale for all recommendations.

The following was taken into account:

- The research compiled and reviewed from other organizations under the ACUHO-I flag,
- The mission of NEACUHO,

- The 2013-2014 NEACUHO Structure and Governance Task Force and working groups, and
- The 2010-2011 NEACUHO Self-Study.

Information was also requested of the NEACUHO Historian regarding the original intent of the Executive Board make up and whether it was intended to be functional or representative in focus. The response received is that the current make-up of the Executive Board is intended to be both functional and representative. For this reason, we have chosen to break down our recommendations by functional and representative areas. In addition you will find full position descriptions in Appendix A of this document.

## **Section 1: Functional Positions:**

### ***Section 1A: Elected & Voting Positions – NEACUHO Executive Board Meeting attendance is required:***

1. *President* – 1 year term, Leader of the Organization and Executive Board. Overall responsibilities remain the same with exception of those who report directly to the President on the Executive Board.

It is recommended that the President oversee those Executive Board positions that handle the day-to-day business and tasks of the organization. This recommendation is based on the necessity of the President having a handle on the pulse of the Organization and all that is going on to ensure that it is functioning properly throughout the entire organizational year.

2. *Immediate Past President* – 1 year term, reports to President. Overall responsibilities remain the same with exception of those who report directly to Past President on Executive Board.

It is recommended that the Past President oversee those Executive Board positions that work with our Corporate Affiliate Program and Annual Conference. This recommendation is based on the experience that the Past President brings to the board, having served two years of the 3-year presidential cycle in the previous two years. The Corporate Affiliate Program is vital to the fiscal needs of the Organization and the Annual Conference is the showcase event of NEACUHO. The Past President is also responsible for the Awards and Recognition process, which takes place at the Annual Conference, as well as the Executive Board Elections process.

3. *President Elect* – 1 year term, reports to President. Overall responsibilities remain the same with exception of those who report directly to the President Elect on Executive Board. In order to serve as President Elect one must have previously served on the Executive Board.

It is recommended that the President Elect oversee the Members at Large and their subsequent Representative sub-groups. This recommendation is based on the need for the President Elect to know those on the Executive Board that are representing the membership and helping to gather new members, information, data, and possible host institutions for the upcoming year. The President Elect is also responsible for the selection of the following year's calendar of events and locations and appoints individuals to the Executive Board for their Presidential year.

4. *Communication Coordinator* – It is recommended that the Communication Coordinator oversee the Webmaster, Secretary, and Publications Chair and report directly to the President. The Communication Coordinator assists the President with technology needs at Executive Board meetings, ensuring that information is available and present on screen for the meeting. They

work with the Professional Development Coordinator and Annual Conference Chair to provide timelines for each NEACUHO Conference and event as it relates to online registration, marketing, and information flow. The Communication Coordinator actively communicates with the NEACUHO membership when things have been posted to the NEACUHO website and announces when the most recent NEACUHO Executive Board meeting minutes are available. Additionally the Communication Coordinator would be responsible for the Social Media aspect of the organization. It is also the responsibility of the Communication Coordinator to report on the behalf of the Publications Chair and Webmaster when they are not present at Executive Board meetings.

The Communication Coordinator term is two years and the election year should be opposite the election year for the Professional Development Coordinator. Individuals interested in serving as Communication Coordinator must have served as Webmaster, Secretary and/or Publications Chair (or comparable role in another organization) previously. The Communication Coordinator votes at Executive Board meetings on behalf of their direct reports.

5. *Professional Development Coordinator* – The Professional Development Coordinator oversees the New Professionals, Mid-Level Professionals, Senior-Level/ CHO, Residential Operations and the Residential Education Chairs. The Professional Development Coordinator directly reports to the President. The role of the Professional Development Chair is to report on behalf of their direct reports at Executive Board meetings and to coordinate overall logistics for the expected conferences, events, roundtables, etc. that are part of each chair description. This may include, but is not limited to, communicating with the Communication Coordinator as needed regarding timelines, coordination of supplies, signage, etc. Finally, the Professional Development Coordinator is responsible to fill in for their direct reports as necessary.

The Professional Development Coordinator term is two years and the election year should be opposite the election year for the Communication Coordinator. Individuals interested in serving as the Professional Development Coordinator position must have an idea of how to put on a NEACUHO Conference. The Professional Development Coordinator votes at Executive Board meetings on behalf of their direct reports.

It is recommended the creation of the roles of Communication Coordinator and Professional Development Coordinator to ensure support for and accountability of the positions reporting to them and a direct line to the President to ensure overall maintenance of the day-to-day operations of the Organization.

6. *Membership Coordinator* – Currently the Membership Coordinator is appointed, fills a two year term and reports to the Past President. It is recommended that the Membership Coordinator be an elected, voting position that reports directly to the President. This recommendation is based on the premise that the President is responsible for the overall organization and its members.
7. *Treasurer* – Currently the Treasurer is an Elected and Voting position and reports to the Past President. It is recommended that the Treasurer remain Elected and voting but report directly to the President and serve a 3 year term. The incoming Treasurer's term shall begin at the close of the Annual Conference immediately following election process. The Treasurer's term will end at the end of the fiscal year following the second Annual Conference of the term. This will allow for

seamless transition. The Treasurer's responsibilities would remain the same as they currently are, including oversight of the Financial Task Force.

As is currently outlined in the NEACUHO Constitution no elected position can be filled by the same individual for consecutive terms. Consideration may be given for the newly created positions that will require special transitions if the recommendations are accepted by the membership.

Additionally an Elections Committee will be created and chaired by the Past President. This committee will work with the Past President to vet candidates for elected positions based on the requirements listed. There will be 3 to 5 members from member institutions on the Elections Committee.

***Section 1B: Appointed & Non-Voting Positions – NEACUHO Executive Board Meeting attendance is mandatory:***

1. *Secretary* – Currently, the Secretary is an elected and voting two year term position that reports to the Past President. It is recommended that the Secretary become an appointed, non-voting, one year term position that reports to the Communication Coordinator. This is the recommendation because the Secretary works closely with the current Technology Coordinator to update the Operations Manual through the website, posting minutes on all Executive Board meetings for the Membership to be able to review. Changing the Secretary position to one that is appointed and non-voting opens up the position to anyone in the membership to express interest.
2. *Annual Conference Chair* – Currently the Annual Conference Chair is appointed based on the bid process bid package and reports to the President. It is recommended that the Annual Conference Chair's reporting line move from the President to the Past President. As the annual conference is the organization's showcase event, the Past President brings experience and vision to aid with the development of this program. The Past President is also responsible for Awards and Recognition, which occurs at the Annual Conference.
3. *Historian/ Parliamentarian* - Currently, these individuals are appointed by and report directly to the President. There is no recommendation for change other than possibly combining the two positions, if possible for any given year. If combined the individual selected should have significant previous NEACUHO experience regarding the historical perspective, as well as a working knowledge of Robert's Rules of Order.
4. *Corporate Relations Chair* – Directly reports to the President through the Past President and serves a 2 year term. The individual appointed to the Corporate Relations Chair position should have previous experience in large scale fundraising and/or corporate relations experience and/or served as Past President of NEACUHO.

As noted on the structure diagram, the Corporate Relations Chair will also have the Incoming Corporate Relations individual who will work with them through their second year of the term. This individual will be "trained" by the current chair on how to fill the role for the organization. There will not always be two individuals working on Corporate Relations, because there is possibility for the current Corporate Relations Chair to fill the role for more than two years should they be interested, and the President Elect that year agree.

**Section 1C: Appointed & Non-Voting Positions – NEACUHO Executive Board Meeting attendance is not mandatory:**

Definition of “not mandatory” attendance:

The individuals filling these roles will be encouraged to attend Executive Board Meetings when possible, or needed, to do the immediate work of the Organization or at the request of the President or designee. Upon review of numerous organizational structures under the purview of ACUHO-I, the current executive board and the 2010-2011 self-study, the belief is that providing “not mandatory attendance” status for these positions allows for talented professionals’ involvement when little or no institutional support is apparent.

1. *Program Chair* – Currently the Program Chair is an appointed, non-voting, one year term reporting to the President. The Program Chair and their committee run the session selection process for the Annual Conference and then execute that schedule at the Annual Conference. It is the recommendation that the Program Chair report directly to the Annual Conference Chair. This will allow for better communication between the Program and Annual Conference committees. As the Program committee is truly an important part of making the Annual Conference happen, it is the belief that this change will allow for a better experience for the membership at the Annual Conference as it relates to overall professional development experience. The Program Chair would support the other NEACUHO Conferences and Institutes if requested to do so by the President.
2. *Publications Chair* – Currently the Media and Publications Chair reports to the President Elect. It is the recommendation that the role and one year term of the Media and Publications Chair remain the same but their reporting line and title change; report to the Communication Coordinator and be referred to as the Publications Chair. This will allow for more seamless communication in producing the NEACUHO Navigator Newsletter for the membership, while working closely with the Webmaster. The Publications Chair also oversees a committee.
3. *Webmaster* – Currently, the Technology Coordinator oversees the website and all Technology for the Organization. The recommendation is to add a new position, that of webmaster, who will report to the Communication Coordinator. This individual should have experience updating web sites and working knowledge of mymembership.com – the host program NEACUHO utilizes for the web site. It is also recommended that the Webmaster serve for a one year, renewable term. The webmaster is encouraged to have a committee.

Professional Development Committee Chairs: The next five positions already exist in a different form than listed below and are currently appointed positions. These positions have been restructured and reassigned for reporting to streamline the executive board while retaining the crucial work of each area. The positions will remain appointed, non-voting, and report to the Professional Development Coordinator. The revised Chair and committee titles encompass the different levels of staff and functional areas of NEACUHO as outlined in the NEACUHO Operations Manual.

It should be noted that, while the positions below are listed as having not mandatory attendance at Executive Board meetings, it is the recommendation that they be expected to attend the meeting(s) immediately prior to their events to ensure success.

4. *New Professionals Chair* – Appointed position to oversee committee and report to the Professional Development Coordinator. The New Professionals Chair and committee are responsible for putting on the New Professionals Conference, two RD2B Conferences, and running the New Professionals Orientation at the Annual Conference, in addition to the other responsibilities that currently fall with the New Professional Chair position.
5. *Mid-Level Professionals Chair* – Appointed position to oversee committee and report to the Professional Development Coordinator. The Mid-Level Professionals Chair and committee are responsible for putting on the Fall Drive-In Conference and the Mid-Level Institute, as well as, the other responsibilities that currently fall with the current Professional Development Chair.
6. *Senior Level Professionals/ CHO Chair* – Appointed position to oversee committee and report to the Professional Development Coordinator. The Senior Level Professionals/ CHO Chair and committee are responsible for putting on events surrounding Risk Management and Legal Issues and the CHO Institute, as well as, other offerings that Senior Level and CHO members might find interesting and engaging.
7. *Residential Operations Chair* – Appointed position to oversee committee and report to the Professional Development Coordinator. The Residential Operations Chair and committee are responsible for putting on the Residential Operations Conference, in addition to all other responsibilities that currently fall with the Residential Operations Chair.
8. *Residential Education Chair* – Appointed position to oversee committee and report to the Professional Development Coordinator. The Residential Education Chair and committee are responsible for putting on the Social Issues Retreat Series, including the Women’s Winter Renewal and round tables on a variety of topics for the membership. The Residential Education Chair will be tasked with collecting information from the Membership as needed as it relates to assessment and research when needed; they can also utilize the Members at Large and their sub-groups for assistance.

***Committees for Functional Positions:***

These committees would exist for following Chair positions:

- Annual Conference
- Program
- Publications
- New Professionals
- Mid-Level Professionals
- Senior Level/ CHO

- Residential Operations
- Residential Education

To become a member of any of these committees, the same process and timeline that NEACUHO currently utilizes would remain.

## **Section 2: Representative Positions:**

Our current Executive Board representation occurs through our District Coordinators. There are currently six districts with an elected coordinator for each. The districts are broken down by geographic location, mostly utilizing state lines. It is the recommendation that there no longer be District Coordinators, and instead two Members at Large.

### ***Section 2A: Elected & Voting Positions – NEACUHO Executive Board Meeting attendance is required:***

1. *Member at Large for Institution Size* – The Member at Large for Institution Size oversees the four “Institution Size Representatives”. The role of this position is to regularly gather information from their representative committee regarding issues facing the membership and to have a pulse on what their constituents are thinking related to the work that the Executive Board is currently doing. This Member at Large will regularly check in with their representative committee to ensure that they are reaching out to, and connecting with, the institutions that fall under their category and votes on behalf of the membership at Executive Board meetings. Finally, the Member at Large will work with their committee to welcome new members to the organization and new participants to the annual conference.
2. *Member at Large for Institution Type* - The Member at Large for Institution Type oversees the three “Institution Type Representatives”. The role of this position is to regularly gather information from their representative committee regarding issues facing the membership and to have a pulse on what their constituents are thinking related to the work that the Executive Board is currently doing. This Member at Large will regularly check in with their representatives committee to ensure that they are reaching out to, and connecting with, the institutions that fall under their category and votes on behalf of the membership at Executive Board meetings. Finally, the Member at Large will work with their representative committee to welcome new members to the organization and new participants to the annual conference.

Both Members at Large are two year term positions, elected in alternating years that can be held by any NEACUHO member. All NEACUHO member institutions will vote as it relates to each position. The expectation is that as the membership elects its Members at Large, they are entrusting these individuals to vote on their behalf, with the membership’s best interests in mind at all times. The Members at Large report to the President through the President Elect.

The Members at Large have dotted lines to the Membership Coordinator as it will be their responsibility with the assistance of their Sub-Groups for Representation to help in the area of Membership for NEACUHO as they will have the most contact with institutions on a regular basis.

### ***Sub-Groups for Representative positions:***

These positions report to the appropriate member-at-large in the overall reporting structure of the Organization with four reporting to the Member at Large for size and three to the Member at Large for type. Each group make up the Member at Larges' sub-group and similarly to a NEACUHO committee, do work on behalf of the Executive Board members they report to and the Organization as a whole.

**Institution Size Sub-Group Representatives:**

- Small Institution Representative
- Medium Institution Representative
- Large Institution Representative
- Extra Large Institution Representative

Institution size representation mirrors the membership categories used by the Organization for dues.

**Institution Type Sub-Group Representatives:**

- Public Institution Representative
- Private Institution Representative
- Community College Representative

This representation change recommendation is based on discussion that members do not identify with other institutions solely because they are in the same state and/or district. With the ability to connect with others through multiple mediums instantaneously, being grouped together only based on geographic location does not seem to be relevant any longer. Members seek out information from others based on the institutional type and/or size and find that they are going through similar situations as other institutions of the same type and/or size.

When institutions join NEACUHO they self-select which size institution they are through the NEACUHO size scale and pay their dues accordingly. It is recommended that institutions should also self-select what type of institution they are when paying their dues; however, institution type will not change the dues. It is clear that NEACUHO member institutions would find that they fit into a category under the Size pillar and the Type pillar. The recommendation is that institutions should have a say in who their Representative is for their self-selected size and self-selected type, giving them a choice in selection under each Representative pillar. The selection of the Representatives would be through a selection process that would run around the same time as the election process for those Executive Board positions.

The role of the Representative is to do just that, represent the membership that fits within their category under the pillar that they serve. The Representatives will:

- Assist the Membership Coordinator in reaching out to institutions regarding membership
- Speak with their constituents about hosting future NEACUHO conferences and events
- Provide their Member at Large with information to report on at Executive Board meetings

Communication between representatives and their direct line will be important.

To serve as a Representative the individual must work at an institution that fits the category that they would like to represent.

This is more in line with organizational structures under ACUHO-I, feedback from the 2010-2011 NEACUHO Self-Study, and past reviews of the structure of our Executive Board. After analyzing roughly 180 institutions that fall in the North East Region here is a breakdown of the number of institutions in each category.

Institution Size: Small-66; Medium-49; Large-45; X-Large-21

Institution Type: Public-46; Private-109; Community College-18; Total-173

The belief is that having two representatives and two members at large for each institution in the membership will allow institutions to have more opportunity to reach out to someone they elected to the Executive Board or selected to represent their institution to the Executive Board.

It was also considered whether representation should have been done by position title; Senior Level Professionals/ CHOs, Mid-Level Professionals, New Professionals and so on. After much discussion it was decided institution representation was best because as an Organization members join by institution, dues are based on institution and the membership votes by institution. Institution type was considered to be important because it was found that there are more similarities that come up for institutions based on type in addition to size. Additionally, the position titles are represented under the Professional Development Committees in the functional area which it is believed is more fitting.

### **Section 3: Additional Points:**

It is recommended downsizing the overall voting of the executive board from 11 to 9 (these counts include the President, who only votes to break a tie). By adding additional layers of elected committee members, the voters have an obligation to communicate with the membership and represent accordingly. Quorum is currently 6 and under the recommended structure Quorum will be 5.

Due to transition recommendations, the 2015-2016 year would have 11 voting members and Quorum would be 6.

Based on the recommendations when the Executive Board meets and only mandatory- to-attend members are in attendance, there will be 14 individuals around the table. If all members of the Executive Board including mandatory- to-attend members and not-mandatory-to-attend members are present there would be 23 individuals around the table. Currently, when the Executive Board meets, there are 28 individuals around the table. It is the belief that the recommendations put forward will create positions that will allow for more individuals to be involved at the Executive Board level through more reasonable elected positions. It is also believed that these recommended changes will allow for the overall operating budget of the Executive Board to be decreased.

### **Section 4: Transition:**

The following is recommended regarding the transition of the Executive Board to the current model to the recommended structure. Utilizing this year's date and next year's date – in the event that the recommended structure is implemented.

- A. Processes that do not require “special” transition for 2015-2016 and beyond.
  - a. President
  - b. President Elect
  - c. Past President
  - d. Annual Conference Chair
  - e. Program Chair
  - f. Publications Chair
  - g. Webmaster
  - h. New Professionals Chair
  - i. Mid-Level Professionals Chair
  - j. Senior Level Professionals/ CHO Chair
  - k. Residential Operations Chair
  - l. Residential Education Chair
  - m. Historian/ Parliamentarian
  - n. Communication Coordinator
- B. The 2014-2015 Treasurer is finishing their term this year. It is recommended that the current Treasurer finish their term as currently outlined and the incoming Treasurer be elected to begin immediately following the Annual Conference.
- C. Once the 2015-2016 Corporate Relations Chair is appointed it is recommended that the 2015-2016 Past President assist in the transition process, as the recommended transition year with the outgoing Corporate Relations Chair would not be available.
- D. At the conclusion of the 2014-2015 year there will be three current District Coordinators that have one year of their term remaining. It is recommended these individuals finish their term as three Members at Large; two of which would fill the two roles outlined above in the recommendations and the third working with both sub-groups for the one year. This allows them to maintain their voting rights, elected term, and representation of the membership. For the 2016-2017 year it is recommended that the election for the Member at Large for Institution Type be for a one year term and the Member at Large for Institution Size be for a two year term. This will allow for their election years to become opposite each other.
- E. At the conclusion of the 2014-2015 year the current Secretary will have one year remaining on their term. It is recommended that this individual retain their voting rights for the 2015-2016 year. Once that year is complete the Secretary role will transition to being appointed/non-voting.

- F. At the conclusion of the 2014-2015 year the current Membership Coordinator will have one year remaining on their term. It is recommended that this individual finish their two year term and report to the President for the second year of their term. Electing the next Membership Coordinator for the 2016-2017 year.
- G. It is recommended that the election for the 2015-2016 Professional Development Chair be for a one year term. Then beginning the 2016-2017 election the position become a two year term. This will allow for the position's election year to become opposite the Communication Coordinator election year.

## Appendix A Position Descriptions

### *Position Descriptions for Elected Position and Voting*

#### President:

- a. Preside over all meetings of NEACUHO and be responsible for the general administration of conducting business and activities.
- b. Interact with and encourage vendor relationships as well as maintain the marketability of the organization.
- c. Appoint those task forces and project teams that appear to be necessary for proper functioning.
- d. Solicit agenda items from the Executive Board prior to meetings.
- e. Provide direct liaison contact to standing committees.
- f. Maintain clear lines of communication regarding established goals, expectations, and special charges with the Executive Board.
- g. Appoint a parliamentarian as necessary for the purpose of aiding with meeting decorum.
- h. Appoint an historian as necessary for the purpose of providing context

#### President Elect:

- a. Assume the responsibility of the President in the President's absence.
- b. Recommend one Appointed Board Member, subject to Executive Board approval, for each Committee as well as any task forces or project teams that are deemed necessary.
- c. Coordinate the selection of subsequent annual conference site(s) by chairing a Time and Place Committee that includes a past Annual Conference Committee chair, the Program Committee chair, and the Corporate Relations Committee chair.
- d. Have direct oversight of the Members at Large and their subsequent Representative sub-groups.
- e. Meet with all new Executive Board members prior to the first Executive Board meeting to set clear expectations, goals, and special charges.
- f. Accept delegated responsibilities the President may assign.

#### Immediate Past President

- a. Coordinate all required election processes.
- b. Chair a committee which includes two Past-Presidents and two past award winners, for the purpose of awarding and recognizing exemplary service to NEACUHO and to the profession.
- c. Oversee those Executive Board positions that work with the Corporate Affiliate Program and Annual Conference
- d. Chair the Elections Committee which includes 3-5 members from member institutions.
- e. Provide direct liaison contact to standing committees.
- f. Accept delegated responsibilities the President may assign.

#### Communication Coordinator

- a. Oversee the Webmaster, Secretary, and Publications Chair
- b. Assist with technology needs at Executive Board meetings,

- c. Provide timelines for Professional Development Coordinator and Annual Conference Chair to each NEACUHO Conference and events as it relates to online registration, marketing, and information flow.
- d. Actively communicates with the NEACUHO membership when things have been posted to the NEACUHO website and announces when the most recent NEACUHO Executive Board meeting minutes are available.
- e. Responsible for the Social Media aspect of the organization. It is also the responsibility of the Communication Coordinator to report on the behalf of the Publications Chair and Webmaster when they are not present at Executive Board meetings.
- f. Accept delegated responsibilities the President may assign.

#### Professional Development Coordinator

- a. Oversees the New Professionals, Mid-Level Professionals, Senior-Level/ CHO, Residential Operations and the Residential Education Chairs.
- b. Report on behalf of their direct reports at Executive Board meetings and to coordinate overall logistics for the expected conferences, events, roundtables, etc. that are part of each chair description
- c. The Professional Development Coordinator is responsible to fill in for their direct reports as necessary. This includes in cases where a chair steps down from a position.
- d. Accept delegated responsibilities the President may assign.

#### Membership Coordinator

- a. Serve as the point person for all membership issues which include managing the membership database, keeping appropriate statistics, and maintaining a master list of all eligible institutions in the region.
- b. Coordinate membership recruitment activities
- c. Publish and distribute the membership directory consistent with publication guidelines and formats.
- d. Attend the annual conference and all Executive Board meetings.
- e. Accept delegated responsibilities the President may assign.

#### Treasurer

- a. Be responsible for the receipt and distribution of all funds utilizing established financial guidelines.
- b. Establish a bank account convenient to the Treasurer's location for the depository of funds.
- c. Chair the Finance Committee made up of one elected officer and one appointed board member as well as three additional members.
- d. Provide a written financial report at the annual business meeting and Executive Board meetings.
- e. Coordinate an external audit process annually and report results to the membership.
- f. Accept delegated responsibilities the President may assign.

#### Member at Large for Institution Size

- a. Reports to the President-Elect.
- b. Elected for a two year term.
- c. The Member at Large for Institution Size oversees the four "Institution Size Representatives".
- d. Gather information from their representative committee regarding issues facing the membership and to have a pulse on what their constituents are thinking related to the work that the Executive Board is currently doing.

- e. Responsible for regularly check in with their representative committee to ensure that they are reaching out to, and connecting with, the institutions that fall under their category.
- f. Votes on behalf of membership at Executive Board meetings.
- g. Work with the Membership Coordinator and of their Sub-Groups for Representation to help in the area of Membership for NEACUHO
- h. Member at Large will work with their committee to welcome new members to the organization and new participants to the annual conference.

Member at Large for Institution Type

- a. Reports to the President-Elect.
- b. Elected for a two year term.
- c. The Member at Large for Institution Type oversees the three "Institution Type Representatives".
- d. Gather information from their representative committee regarding issues facing the membership and to have a pulse on what their constituents are thinking related to the work that the Executive Board is currently doing.
- e. Responsible for regularly check in with their representative committee to ensure that they are reaching out to, and connecting with, the institutions that fall under their category.
- f. Work with the Membership Coordinator and of their Sub-Groups for Representation to help in the area of Membership for NEACUHO
- g. Votes on behalf of the membership at Executive Board meetings.
- h. Member at Large will work with their committee to welcome new members to the organization and new participants to the annual conference.

***Appointed & Non-Voting Positions Position Description***

Secretary

- a. Appointed, non-voting, one year term position.
- b. Reports to the Communication Coordinator.
- c. Works closely with the current Communication Coordinator to update the Operations Manual through the website, posting minutes on all Executive Board meetings for the Membership to be able to review.
- d. Attend all NEACUHO Executive Board Meetings.
- e. Record and distribute the minutes of all meetings for Executive Board approval within 30 days after the meeting, and subsequently, communicate approved minutes to the overall membership.
- f. Record official business occurring via electronic means, conference call or the like; in minutes to be voted on for approval at the next meeting of the Executive Board.
- g. Maintain and pass on all NEACUHO correspondence and documents.
- h. Retain and organize historical archives to maintain organizational continuity.

***Appointed & Non-Voting Position Description***

Webmaster

- a. Is an appointed, non-voting, one year position. This term is renewable.
- b. Reports to the Communication Coordinator.
- c. Responsible for updating the website.
- d. The webmaster is encouraged to have a committee.

### ***Selected, Non-Voting Positions***

#### Institution Size Sub-Group Representatives\*:

- Small Institution Representative
- Medium Institution Representative
- Large Institution Representative
- Extra Large Institution Representative

\*Based on membership categories for Organization Dues.

#### Institution Type Sub-Group Representatives\*:

- Public Institution Representative
- Private Institution Representative
- Community College Representative

\*Based on what the member self-selects during the membership renewal period.

#### The Representatives will:

- Represent the membership that fits within their category under the pillar they serve.
- Assist the Membership Coordinator in reaching out to institutions regarding membership
- Speak with their constituents about hosting future NEACUHO conferences and events
- Provide their Member at Large with information to report on at Executive Board meetings
- To serve as a Representative the individual must work at an institution that fits the category that they would like to represent.

### ***Committee Chair Descriptions***

#### Annual Conference Chair

- Appointed based on the bid process bid package
- Reports to the Past President.
- Plan, implement, and coordinate the annual conference of NEACUHO. This includes but is not limited to: promotion, registration, social events, housing, dining, and all support activities with their committee.
- Oversees the Program Chair and their Committee.
- Works in conjunction with Corporate Relations Committee on items such as the vendor fair, and corporate sponsors for the Annual Conference.

#### Corporate Relations Chair

- Appointed position for two years to oversee committee
- Oversee the recruitment of vendors, Corporate Affiliates, and corporate sponsors to support NEACUHO's programmatic and operational needs throughout the year.
- Responsible for soliciting vendors for the vendor fair at the annual conference.
- Works in conjunction with the Annual Conference Committee and the Program Committee in planning the annual conference.
- Reports to the Immediate Past President.

#### Publications Chair (Was Media and Publications)

- Appointed position for one year to oversee committee
- Responsible for gathering current information from members and committees for publication purposes to publish a newsletter a minimum of four times a year.
- Create and maintain NEACUHO publication guidelines.
- Reports to the Communication Coordinator.

#### Program Committee Chair:

- Appointed position for one year to oversee committee
- Responsible for the session selection process for the Annual Conference and the execution of that schedule at the Annual Conference.
- Coordination of the following activities: the pre-conference program, the new professional case study competition, choosing the keynote speaker, and determining award winners as appropriate (Bylaws 5, Section 3)
- Works in conjunction with the Annual Conference Committee Chair and the Corporate Relations Committee Chair in planning the annual conference.
- Reports to the Annual Conference Chair.

#### New Professionals Chair

- Appointed position for one year to oversee committee
- Provide a system to welcome, support, and educate new professionals and paraprofessionals through a variety of activities, social events, and professional networking opportunities.
- Responsible for the New Professionals Conference, two RD2B Conferences, and running the New Professionals Orientation at the Annual Conference.
- Reports to the Professional Development Coordinator.

#### Mid-Level Professionals Chair (Was the Professional Development Chair)

- Appointed position for one year to oversee committee
- Responsible for putting on the Fall Drive-In Conference and the Mid-Level Institute
- Provide a system to welcome, support, and educate mid-level and senior level professionals. as well as determining award winners as appropriate (Bylaws 5, Section 4).
- Reports to the Professional Development Coordinator

#### Senior Level Professionals/ CHO Chair (Was Risk Management and Legal Issues)

- Appointed position for one year to oversee committee
- Responsible for putting on events surrounding Risk Management and Legal Issues and the CHO Institute, as well as, other offerings that Senior Level and CHO members might find interesting and engaging.
- Reports to the Professional Development Coordinator

#### Residential Operations Chair

- Appointed position for one year to oversee committee
- Responsible for putting on the Residential Operations Conference, as well as other events around operations topics

- Reports to the Professional Development Coordinator

Residential Education Chair (Was Social Issues)

- Appointed position for one year to oversee committee
- Responsible for putting on the Social Issues Retreat Series, including the Women's Winter Renewal and round tables on a variety of topics for the membership.
- Collecting information from the Membership as needed as it relates to assessment and research when needed; they can also utilize the Members at Large and their sub-groups for assistance.
- Reports to the Professional Development Coordinator